

DEPARTMENT OF MILITARY AFFAIRS
STATE HUMAN RESOURCES
PRACTICE AND PROCEDURE MANUAL

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SUBJECT: Hiring Procedures

SECTION: Recruitment and Selection

I. PRACTICE

- A. Staffing a position is one of the most important responsibilities of a supervisor. Hiring qualified and productive employees has a tremendous effect on operations, morale, and the future of the department. State of Wisconsin policies and DMA procedures exist to ensure we select the best qualified candidates and that we provide a process that is efficient yet comprehensive and defensible.
- B. The following procedures apply to all permanent and project positions in the DMA. The steps are listed in order and must be executed timely and in sequence. Hiring supervisors and support staff are required to print the checklist for each and every staffing, utilize throughout the process. Human Resource (HR) specialists will also be utilizing the same checklist so communication and coordination are important during this effort. Within this checklist are references for policy and procedures associated with staffing a vacant position.
- C. Effective July 1, 2016, there is a **30-day** timeline for recruitment, beginning with TAG signature on the Position Action Request (PAR) and ending with the certification of candidates to hiring supervisors. There is a second **30-day** timeline for selection, beginning with the certification of candidates and ending with the job offer. Hiring supervisors must be prepared to commit time and attention to the process. Certain tasks have been “front-loaded” in the process so as to meet the aforementioned timelines. Hiring supervisors must be responsive to timelines and instructions given by State Human Resources (SHR) during the process.

II. PROCEDURE. See Attachments

Attachment A: Hiring Process Checklist
Attachment B: Sample Letter to Certified Applicants
Attachment C: Interview Question Guidelines
Attachment D: DMA 4.110-1-E (Nov 2016) Reference Audit

HIRING PROCEDURES CHECKLIST

Position Title _____

Date _____

- ☐ Hiring supervisor confirms formal letter of resignation received in SHR, with last day on payroll confirmed, indicating a vacancy.
- ☐ Hiring supervisor reviews and updates position description accordingly with any changes in duties, requirements, etc.
- ☐ Hiring supervisor initiates Position Action Request (PAR) and submits with PD to SHR contact. [PAR P&P No. 4.105]
- ☐ SHR reviews PAR for completeness, identifies the job classification and compensation for the vacancy, and submits to State Budget Office (SBO) for review and approval. SBO returns PAR to SHR.
- ☐ HR specialist works with hiring supervisor to identify two to four required and two to four preferred tasks and KSAs within the PD and the strategy for the recruitment (advertising, initial screen, and interviews).
- ☐ Hiring supervisor develops job related interview questions (WITH benchmarks for evaluating and ranking candidates) and submits to HR Specialist for review and approval.
- ☐ Hiring supervisor identifies interview panel members (must consist of at least THREE) and submits names to HR Specialist for review and approval. [AA/EEO P&P No. 4.111]
- ☐ Hiring supervisor provides HR specialist the desired number of candidates they wish to interview and any additional selection activities under consideration (e.g. multiple rounds of interviews, job simulations such as writing exercises, typing test, equipment operation, etc.)
- ☐ SHR submits PAR to HR Director for review and approval. If approved by HR Director, PAR is submitted to TAG for final authorization to staff.
- ☐ HR specialist notifies hiring supervisor of anticipated timeline for interviews and hiring supervisor contacts interview panel members with tentative interview dates. (Upon TAG approval of PAR) **[Start of first 30-day timeline]**
- ☐ HR specialist initiates recruitment or uses existing register and coordinates applicant screening and ranking.

- ☐ HR specialist certifies candidates to hiring supervisors. **[End of first 30-day timeline and beginning of second 30-day timeline]**
- ☐ Hiring supervisor sends email invitations to candidates, giving minimum **5** workdays to respond, and documents applicant contact. Invitations must include the following:
 - ☐ Agency name, job title, and work location
 - ☐ Location, dates, and time slots for interviews
 - ☐ Point of contact and phone number
 - ☐ Instruction to bring a current resume and supervisory references with contact information
 - ☐ Deadline to reply
 - ☐ Notice to applicants: “If you need assistance or an accommodation to interview because of a disability, please call State Human Resources at [provide number for your HR Specialist]”
 - ☐ Attach position description
- ☐ Hiring supervisor sends interview schedule with names of candidates to HR specialist immediately following the deadline for candidates to schedule an interview.
- ☐ HR specialist reviews list of candidates for presence of target group members and advises the hiring supervisor of AA/EEO responsibilities.
- ☐ Hiring supervisor briefs panel members on AA/EEO goals and expectations for panel members. [AA/EEO P&P No. 4.111 (2)(b)]
- ☐ Interviews conducted. **Do not** make a job offer. NEVER extend a job offer or provide an indication to candidates as to their status until approved by SHR.
- ☐ Hiring supervisor conducts and documents reference check(s) on finalist using DMA 4.11-1-E, Reference Audit Form. Reference checks must contain at least two reference audits. These audits must include information received from the candidate’s current and most previous supervisor (if applicable).
- ☐ Hiring supervisor sends copies (need not be the original copies) of all interview and reference check notes, one resume per applicant to HR specialist, and any other applicant correspondence (alphabetically by candidate, not by panel member). If the position is not an underutilized position, the hiring recommendation should also be sent.
- ☐ If position is underutilized and a target group member interviewed but not recommended, OR if the position is supervisory, the hiring supervisor must call the HR Director/AA Officer prior to submitting a hiring recommendation. Hiring supervisor must be prepared to discuss the rationale and specific job related factors behind their recommendation.

- ☐ Upon approval of HR Director, hiring supervisor routes hiring recommendation to assigned HR specialist. Hiring recommendation must include the following:
 - ☐ Written summary justification describing the reasons for selecting the successful candidate over all others interviewed, including rank of each candidate with written rationale. If there are several candidates, it is allowed to combine several of the lower ranking candidates when writing your explanation. This justification **MUST** recite only the relevant job related qualifications that differentiate the candidate selected from those not selected. Qualification factors may include: amount of relevant education/training, length of relevant experience, breadth of relevant experience, types of relevant skills, certifications held, etc. This memo must be endorsed (signed or email concurrence) by all interview panel members.
 - ☐ The certification list with report of action column completed
- ☐ SHR reviews hiring recommendation and supporting documents, conducts background check, and verifies selective service registration). If approved, HR specialist contacts supervisor to discuss conditions of employment (e.g. start dates, rate of pay, FLSA designation, etc.).
- ☐ Hiring supervisor extends job offer and provides response to HR Specialist. **[End of second 30-day timeline]**
- ☐ If position requires pre-hire fitness-for-duty examinations, offer is contingent and start date determined following successful conclusion.
- ☐ All start dates are beginning of pay period (i.e. Sunday for current employees and Monday for new employees).
- ☐ SHR prepares and distributes appointment letter and new hire forms to new employee, regrets to those not selected, and PD to hiring supervisor for signatures.
- ☐ Hiring supervisor verifies with employee and HR specialist that employee has filled out new employee information paperwork before starting. This includes verifying new employee received I-9 packet and will bring required documents the first day of work.
- ☐ SHR sets up new employee in STAR and State IT if needed.
- ☐ Hiring supervisor initiates workplace on-boarding activities on first day of work; reviews and secures signatures on PD; receives I-9; verifies ID's and submits to SHR.

**SAMPLE LETTER TO CERTIFIED APPLICANTS
(Change as needed)**

DATE

«Name»

«Address»

«City»

Dear «Salutation»:

I am pleased to notify you that you have been certified as a candidate for an Environmental Enforcement Specialist vacancy with the Department of Military Affairs, Volk Field, headquartered in Camp Douglas, Wisconsin.

This is a permanent classified, 40 hours per week position. The enclosed position description will provide you with more information specific to the responsibilities of this position.

NOTE Special Position Requirements: Must possess a valid Wisconsin driver's license upon appointment and remain qualified as a condition of employment. Must be able to routinely travel throughout the State of Wisconsin and periodically out of state. Must be successful in obtaining and maintaining a U.S. Government Common Access Card (CAC).

If you are new to state service, the starting pay for this position is between \$35,880 and \$59,196 per year depending on qualifications. The State of Wisconsin offers a broad range of benefits to state employees (i.e. vacation, holidays, sick leave, insurance and retirement benefits). Successful completion of a twelve-month probationary period is required.

Promotions require a twelve-month promotional probationary period. There is also a twelve-month permissive probationary period required of transfer applicants that are not currently employed by the Department of Military Affairs, however, the duration of that probationary period may be shortened if it is determined that continuation of probationary status is unnecessary based on demonstrated ability to successfully perform the duties of the position.

To arrange for an employment interview or to address questions concerning this position, please contact (name of contact) at (phone number of contact) no later than 4:30 p.m. (deadline date - please allow a minimum of 5 work days after the date letter is mailed, for applicant to respond). Interviews are tentatively scheduled for (interview date). If we receive no response from you by (deadline date), I will assume that you are not interested in this position. Interested candidates should bring a current resume with them to the interview, including references with phone numbers. (Or you may request candidates to send resumes to you in advance of the interview.) Reference audits will be made of the top ranking candidates, therefore your current employer may be advised of your interest in this position.

It is the policy of the Department of Military Affairs to provide reasonable accommodations for qualified persons with disabilities who are employees or applicants for employment. If you need assistance or accommodations to interview because of a disability, please contact (name of contact as above) at (phone number). Employment opportunities will not be denied to anyone because of the need to make reasonable accommodations to a person's disability.

Sincerely,

INTERVIEW QUESTION GUIDELINES

Obviously, the questions you will ask will determine what information you receive from candidates. Prior to developing questions, it is important to study the position description and all related data regarding the duties of the position and their importance on the job. The best way to avoid discrimination is to keep the interview focused on the actual duties of the job. Generally, the person hired will need to: 1) have the training and experience to successfully perform the duties of the job; 2) have the necessary communication skills; and 3) have the personality to work with current employees and supervisors. The questions you develop should permit an objective evaluation of the candidates in these critical areas.

These are three general types of questions that should be asked during the interview:

1. Behavioral questions- The theory behind **behavioral interviewing** is that “the most accurate predictor of future performance is past performance in a similar situation”. **Behavioral interviewing** emphasizes past performance and behaviors.
2. Technical questions - which directly assess a candidate’s knowledge of the subject matter; and

Questions that lead to a “yes” or “no” response should be avoided as well as those that do not differentiate between candidates in a meaningful way. Written communication skills can be assessed by either asking for writing samples or by having candidates complete a written exercise.

Example interview questions:

- Tell me about a time your effort helped carry out some project or idea.
- Give an example when you found an error in your own work? How did it happen? What did you do about it?
- Give me an example of a time you found it necessary to make an exception to the rules in order to get something done.
- Tell us about a time when you had trouble learning a new procedure? How did you deal with that situation?
- Have you ever felt irritated or frustrated while dealing with a customer? How did you respond when customers became demanding beyond an acceptable level?
- Give me an example of a time you faced a conflict while working on a team. How did you handle that?
- Give me an example of a time when you had to think on your feet in order to delicately extricate yourself from a difficult or awkward situation.
- Sometimes it’s just not possible to get everything on your to-do list done. Tell me about a time your responsibilities got a little overwhelming. What did you do
- Give me an example of a time when you were able to successfully persuade someone to see things your way at work.
- Describe a time when you saw some problem and took the initiative to correct it rather than waiting for someone else to do it.
- Tell me about your proudest professional accomplishment.
- What is the most difficult repair work you’ve done and why?

Technical

- Describe your production deployment process.
- What source control tools have you used?
- What are your technical certifications?
- What automated-build tools or processes have you used?
- How do you compare two linked lists?
- What type of tool is this and what is it used for?

Samples:

Behavioral based

Good communication skills are an important part of this position. You will occasionally be dealing with applicants or employees who may be angry about an issue over which you will have little or no control. Can you tell us about a time when you had a particularly difficult customer, or person to deal with, who may have been angry? Please explain what you did to work through that situation. If the situation didn't end well, explain what you learned and how you'd handle that same situation today.

More Than Acceptable

Individual listened to the customer's or employee's concerns or problems and may have asked questions about the problem or situation. Individual may have restated the problem or concern to the person to show that they understood the issue. They may have asked the individual what they have tried already to resolve the issue or problem. Took action to help the individual- did not pass the problem on to someone else, or if they did, they accompanied the person to the next level. Was patient in explaining what needed to be done, and asked the person if they understood. Or, if they did not know how to respond or answer the employee/customer, they indicated that they'd do some further research and get back to them, and contacted the individual with the correct information after researching the issue. Candidate shows good problem solving skills, listening skills and follow through with the problem. Other acceptable response.

Acceptable

Listened to the customer's or employee's problem and let them vent. Helped show them what needed to be done or gave specific, accurate instructions. If they did not know how to answer the question, got a supervisor, but remained on the line or went with the person so they could hear the answer. Candidate listened but may have moved to problem solving before a thorough analysis was done. Other acceptable response.

Less Than Acceptable

Got a supervisor to handle the situation or gave the person to someone else even though he/she was the correct person to contact. Cut the customer/employee off, was impatient, belittled, or was condescending to the employee/customer. Told the customer/employee that he/she would contact them with correct information but didn't follow-up.

Technical

Please summarize your skills and experience with word processing (e.g. Microsoft Word) and in creating and proofing professional business correspondence, such as letters, manuals, policy documents, etc.

More than Acceptable: Applicant is very well versed in Microsoft word and has had professional training or education in this area. Applicant should be familiar with the majority of the items below:

- mail merge in Microsoft office, save form
- Inserting fields/creating forms
- Creating bookmark
- Creating footnote
- Enable tracking
- Making comments
- Combining documents into one
- Create mailing labels

Acceptable: Applicant has some experience in professional or personal setting using Microsoft Word in the above areas, but is not familiar with the majority

Less than acceptable: Has very little experience with Microsoft Word.

REFERENCE AUDIT

DMA Form 4.110-1-E (Nov 2016)

(We require that at least one reference check be conducted with a person in a supervisory capacity over the candidate being recommended for hire)

Name of Applicant

Person Contacted

Relationship to Applicant

Position Title

Organization

City & State

Telephone No.

I wish to verify some of the information given us by
considering for a position.

(applicant)

whom we are

1. We are considering (name of applicant) for employment as a (position title) .

This position entails (describe the job):

2. What were the dates of his/her employment with your organization?

3. What was he/she doing when he/she started? When he/she left?

4. Did he/she seek responsibility?

5. Did he/she exercise good judgment?

6. Did he/she have any supervision or direction of others? If yes, how well did he/she handle it?

Attachment D

7. Did he/she have the opportunity to develop or initiate any new plans or programs?
8. Did he/she finish what he/she started?
9. How well did he/she plan his/her work?
10. How well did he/she get along with others?
11. How much time was he/she absent from work?
12. Why did he/she leave? (Do not use unless he/she has already left employment.)
13. Would you re-employ him/her? If no, why not?
14. What are his/her outstanding strong points and weaknesses?
15. What type of work do you feel he/she performed best?
16. Do you have anything additional to add?

Supervisor's signature

Date

INCLUDE THIS COMPLETED FORM WITH YOUR HIRING RECOMMENDATION